

17 MAY 1979

ED/A Registry

OTR Training -3

MEMORANDUM FOR: Director of Central Intelligence
VIA: Deputy Director of Central Intelligence
FROM: Clifford D. May, Jr.
Acting Deputy Director for Administration
SUBJECT: Management Training

1. Action Requested: None; this report is in response to your concern that Agency managers receive management training.

2. Background: After your inquiry last October concerning training of CIA managers, the Office of Training (OTR) analyzed its management training program and reviewed it with Professor Zenon Zannetos and with the National Academy of Public Administration (NAPA) team.

OTR estimates that there are approximately [] persons in CIA with managerial responsibilities: [] executives who are supergrades or senior GS-15s; [] middle-level managers at the GS-13/15 range; and [] first-line supervisors whose grades vary from GS-07 to GS-15. Developmental training for Agency managers is offered at the executive level for approximately [] officers per year; at the middle-manager level for approximately [] for the first-line supervisor there is basic developmental and/or supervisory training for approximately [] per year (Attachment 1). In addition, OTR conducts specialized management training courses for up to [] supervisors or managers each year (Attachment 2).

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Both the NAPA team and Dr. Zannetos came to the conclusion that the offerings are broad and of high quality.

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Dr. Zannetos, in addition, recommended that action be taken to separate what he calls "management education"--human relations and interpersonal skills which all managers need--from "administrative training"--knowledge of administrative procedures and processes appropriate to managers at varying levels in the organization. He also assessed the value of a crash training program, concluding that such training is costly and risky. OTR agrees with this conclusion. (A copy of his findings is contained in Attachment 3.)

The NAPA report shares with Dr. Zannetos the opinion that selecting individuals for supervisory positions and ensuring that those who are so selected receive needed management training is currently the most critical issue in this area.

3. Staff Position: The present management training curriculum appears to be meeting the bulk of Agency requirements. Planned annual capacity in developmental courses covers an estimated 10 percent turnover of personnel at the three managerial levels, as well as an annual catch-up rate of at least 10 percent. While there was enrollment pressure in certain programs during the past seven years, nearly [redacted] Agency employees attended the internal management training courses listed in Attachment 1. Given current rates of training, all personnel in first-line supervisory and middle management levels and about one-half in the executive level will have had at least one developmental training course by the end of FY 1982.

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4. Action: The Office of Training is currently working to implement Dr. Zannetos' recommendations to establish a two-phase program for new supervisors. This will consist of a one-week course, Fundamentals of Supervision, which concentrates on interpersonal skills and a second one-week course, Fundamentals of Administration, which covers administrative skills needed by new supervisors (Attachment 4). The Office of Personnel, as part of its overall action on the NAPA recommendations, is being supported

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by OTR to devise more effective procedures for ensuring that Agency managers receive needed management training as part of their overall development.

/s/ C. D. May

Clifford D. May, Jr.

Attachments:

- 1 - Developmental Training
- 2 - Specialized Training
- 3 - Letter from Dr. Zannetos
- 4 - Training Bulletin

Distribution:

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Attachment 1

DEVELOPMENTAL TRAINING FOR CIA MANAGERS

CIA Managers	Supervisory Skills Training	Administrative Skills Training	Professional/Intelligence	External
STAT Executives/Supergrades and Senior GS-15s [redacted] officers)	Leadership Seminar (42 per year)		Senior Seminar (40 per year)	Senior Service (10 per year)
STAT Middle Managers GS-13/15 [redacted] officers)	Program on Creative Management (72 per year)	Management Seminar (120 per year)	Midcareer Course (155 per year)	Education in Public Management (2 per year)
STAT First-Line Supervisors GS-07/15 [redacted] officers)	Fundamentals of Supervision (200 per year)	Fundamentals of Administration (200 per year)	CIA Today and Tomorrow and Introduction to CIA (780 per year)	External Courses (125 to 150 per year)

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ATTACHMENT 1

SPECIALIZED TRAINING FOR MANAGERS

<u>Population</u>	<u>Course</u>	<u>Annual Capacity</u>
STAT <input type="checkbox"/> Supervisory Personnel	Financial Management Courses	
	Management for Equality of Opportunity	
	Performance Evaluation Workshop	
	Project Officer in the Contract Cycle	
	Supervisory Counseling Skills and Career Counseling	
	Total:	
		or 35% of Management Population